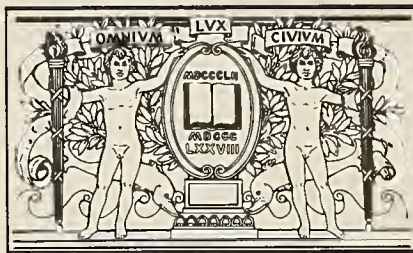


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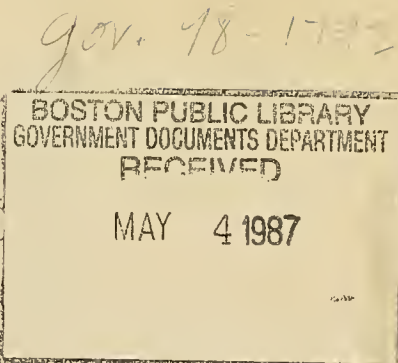
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CITY OF BOSTON

ADMINISTRATIVE SERVICES DEPARTMENT

ORGANIZATIONAL CHARTS

AND

PROCEDURAL MANUAL

Revised: March, 1958.

ROOM 50 - CITY HALL

CITY OF BOSTON

ADMINISTRATIVE SERVICES DEPARTMENT

This department represents a combination of key management functions of budget, personnel, purchasing, organization and financial administration. It is the duty of the Board and particularly, the Director, to make under the Mayor, studies and recommendations of all departments, boards and activities, policies and procedures of all departments, boards and officers so that the administration thereof shall be economical and efficient. The department's activities are carried on by eight major units as set forth herewith.

ADMINISTRATIVE SERVICES BOARD

Adm. Serv. Director (Chairman)
 Supervisor of Budgets
 Supervisor of Personnel
 Purchasing Agent
 Collector - Treasurer
 City Auditor
 Assessor of Taxes

Administrative Secretary

ART COMMISSION *

DIRECTOR *

ADMINISTRATIVE
 DIVISION
 Adm. Secretary **

PURCHASING DIVISION
 Purchasing Agent*

Printing Section
 Adm. Assistant

PERSONNEL DIVISION
 Supv. of Personnel*

Office Machine Service
 and
 Surplus Property Unit
 Senior Buyer

BUDGET DIVISION
 Supv. of Budgets*

COMPLAINTS DIVISION
 Supv. of Complaints

* Appointed by the Mayor
 ** Also Adm. Sec'y to Board

(General Functions)

As indicated on the chart on the previous page, this department is under the supervision of a Board and, particularly, the Director. The eight major units as set forth were established for the purpose of carrying out the requirements of Chapter 3A, Ordinances of 1953.

BOARD

The Administrative Services Board is charged with the overall administration of the department and meets generally once a month to study and discuss various subjects pertaining to efficient city management and reports the results of its operations and findings to His Honor, the Mayor.

ADMINISTRATIVE DIVISION

The functions of this division are under the immediate supervision of the Director and are similar to those performed by any administrative body. As its functions are more or less of an administrative nature and concern mainly the administration and installation of new methods and procedures in government management, this is the logical division for supervision and control.

BUDGET DIVISION

To this division is assigned the responsibility of preparing the Annual and Supplementary Budgets of the City and County Departments with periodic reviews being made throughout the year for possible savings, wherever feasible. All Department requests for budget changes are reviewed by the Supervisor of Budgets, an appointee of the Mayor, who is also a member of the Board, and given minute inspection before consultation with the Director.

Complete control is administered over the expenditures of each and every department with a view to keeping government divisions on the alert at all times as to the purpose and amounts of appropriations authorized. Contacts are maintained through field visits to departments, whenever necessary.

PERSONNEL DIVISION

This division is headed by the Supervisor of Personnel, an appointee of the Mayor, who is also a member of the Board. All personnel matters pertaining to permanent or temporary appointments in the city government (except Library, Police and School departments), vacation and sick leave allowances, leaves of absence, compensation plans established for city and county employees, and all Civil Service matters are subject to review and approval by this division. All personnel is under the jurisdiction of the Supervisor of Personnel who, in turn, reports his operations and accomplishments to the Director.

COMPLAINTS DIVISION

This division was established for the purpose of handling, processing and adjudicating all complaints of a general nature that

COMPLAINTS DIVISION, cont.

Thorough investigations are made of every complaint received until satisfaction is rendered to a complainant. The Supervisor of this division is responsible to the Director for the efficient operation of the division.

PURCHASING DIVISION

This division is headed by the Purchasing Agent, an appointee of the Mayor, who is also a member of the Board.

The main functions of this division are set forth on the division chart and it operates in the capacity of a central purchasing agency for all city departments and many of the county departments.

The Printing Section is also under the jurisdiction of the Purchasing Agent.

The Office Machine Service and Surplus Property Unit is also under the jurisdiction of this Division.

ART COMMISSION

Although the Art Commission is not subject to the supervision or control of the Board, it nevertheless is part of the Administrative Services Department, through which it directs all recommendations and reports to His Honor, the Mayor.

Five members of the Board are appointed by the Mayor, with nominations for appointment being secured from the following sources:

- One from three candidates nominated by the Boston Society of Architects.
- One from three candidates nominated by the Copley Society of Boston.
- One from three candidates nominated by the Massachusetts Institute of Technology.
- One from three candidates nominated by the Museum of Fine Arts.
- One from three candidates nominated by the Trustees of the Public Library of the City of Boston.

The activities of the Board are confined to supervision over all works of art owned and controlled by the City, and the members thereof serve without compensation.

LICENSES OR PERMITS ISSUED BY DEPARTMENT

No licenses or permits of any character are initiated or issued through this department.

ADMINISTRATIVE SERVICES BOARD

Director of Adm. Serv., Chairman.
Supervisor of Budgets
Supervisor of Personnel
Purchasing Agent
Collector-Treasurer
City Auditor
Assessor of Taxes

Detailed Functions and Procedures

There shall be in the city a department, known as the Administrative Services Department, which shall be under the charge of a Board, known as the Administrative Services Board, consisting of an officer, known as the Director of Administrative Services, who shall be chairman of the Board, an officer known as the Supervisor of Budgets, an officer known as the Supervisor of Personnel, an officer known as the Purchasing Agent, and the Assessor of Taxes, the City Auditor and the Collector-Treasurer, ex officio.

It shall be the duty of the Administrative Services Board and more especially of the Director of Administrative Services, to make under the Mayor, studies and recommendations with respect to the organization, activities, policies and procedures of all departments, boards and officers so that the administration thereof shall be economical and efficient. The Administrative Services Board shall divide the Administrative Services Department from time to time into such Divisions as said Board shall adjudge necessary for the proper conduct of the Department.

REFERRAL

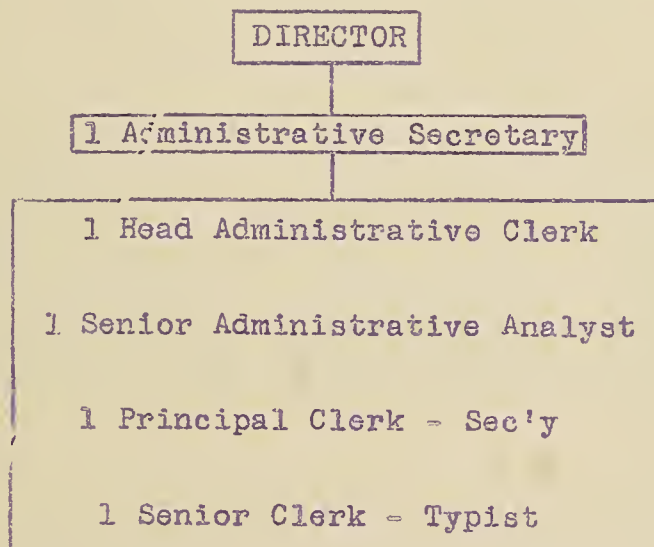
All matters for Board consideration should be referred to the Administrative Secretary.

STANDARD OFFICE PROCEDURE

As all Board business is transacted through the Administrative Division, procedures are described under Administrative Division.

ADMINISTRATIVE DIVISION

This division surveys and studies departmental activities and procedures and sets forth its findings and recommendations in reports and bulletins. Organization and methods studies are made and assistance given the departments in the installation of improved procedures. The Director reviews all personnel proposals, consults with the Supervisor of Budgets in the preparation of the annual and supplementary budgets, reviews all contract awards made by the Purchasing Agent and directs the general administrative policies of city government.



ADMINISTRATIVE DIVISION

Detailed Functions and Procedures

The Director of Administrative Services, the Executive Officer of the Department, shall exclusively have the powers, and perform the duties of a department head with respect to the appointment, suspension, discharge, compensation and indemnification of subordinates for the Administrative Services Department and the several officers thereof.

The Director of Administrative Services shall, from time to time, as written studies and recommendations are made by him or by the Administrative Services Board, (see Paragraph 2, Administrative Services Board - Detailed Functions and Procedures), and at such times as the City Council may order, file a copy thereof with the City Clerk for transmission to the City Council, and shall cause to be included in the Annual Report of said Board, summaries of all such studies and recommendations.

Every officer in charge of a department shall, to the best of his ability cause all statutes, ordinances, regulations and orders relating to the duty of his department to be observed and enforced, and subject to the Civil Service laws and rules, when applicable, shall employ, fix the compensation of and may discharge for such cause as he shall deem sufficient and cause to be recorded in the records of his department, all subordinates in his department; provided, however, that none but citizens shall be employed in any capacity; and provided, further, that no emergency, provisional, temporary, intermittent, permanent or other appointment, transfer or promotion nor any reinstatement except upon the expiration of a suspension or a valid leave of absence, nor any increase in the compensation, nor any change in the title or rating of any subordinate shall take effect until approved in writing by the Director of Administrative Services except in cases where the Mayor by a writing orders otherwise. The Director of Administrative Services shall file each day with the Mayor a copy of all such approvals given by him on the preceding day.

The Administrative Secretary is the Assistant Executive Officer of the department and is responsible for the carrying out of all administrative and official duties delegated to him by the Director and acts in the capacity of Director during his absence. More specific duties include the handling of Board correspondence, the compilation of various types of administrative reports, the making of contacts with department heads and outside executives, whenever necessary, the arranging and scheduling of all Board, Committee, Department Heads or any other meetings that might be called by the Director and the coordinating of Annual Conferences on Municipal Administration. As Assistant Executive Officer, he is responsible to the Director and/or the Board for the supervision of all studies, surveys and projects initiated and undertaken by the Director and/or the Board, attends all meetings of the Board or Committees to which the Director is assigned, records the minutes of all such meetings and supervises the personnel and general functions of the Division.

Detailed Functions and Procedures, cont.

The Head Administrative Clerk acts as secretary to the Director, takes general dictation, and has broad administrative responsibilities in the processing of a wide variety of administrative and clerical procedures.

The Senior Administrative Analyst supervises and assists, under direction, in the planning and development of various administrative studies, including surveys, inspections, etc., the reports of which are submitted in typewritten form to the Director or Administrative Secretary.

The Principal Clerk-Secretary acts as secretary to the Administrative Secretary, takes general dictation, and assists in a wide variety of lesser administrative functions, such as the typing of reports submitted by the Senior Administrative Analyst and other related duties.

The Senior Clerk-typist assists in typing copies of various reports, maintains division files and performs related clerical duties of an administrative nature.

REFERRAL

All subjects of a municipal administrative character should be referred to this division.

STANDARD OFFICE PROCEDURE

All municipal administrative matters that require action either by the Director or the Board are channeled through this Division. These include the following procedures:

1. All personnel papers or documents, payrolls, purchase requisitions and service orders, letters addressed to His Honor the Mayor, requesting permission to award contracts and other such papers requiring the signature of the Director are submitted to the Head Administrative Clerk who, in turn, refers them to the Director for review and approval or disapproval.
2. After favorable or unfavorable action by the Director, the Head Administrative Clerk returns all personnel papers to the Personnel Division; contract awards, if approved, are sent to the Mayor's Office; otherwise, they are returned to the Purchasing Agent; payrolls for the Administrative, Budget and Personnel Divisions are returned to the Budget Division; all other payrolls are returned to the Budget Division; all other payrolls are returned to their respective divisions; purchase requisitions and service orders are also returned to their respective divisions.
3. Board correspondence is referred to the Administrative Secretary for attention and reply.

STANDARD OFFICE PROCEDURE, Cont.

4. Directives, memoranda or bulletins emanating either from the Director or the Administrative Secretary are typed and copies produced by the Head Administrative Clerk or Principal Clerk-Secretary, after which copies are forwarded to all departments concerned.
5. The Director's correspondence is handled by the Head Administrative Clerk.
6. Agendas for Board or Committee meetings are prepared and the minutes of such meetings are recorded by the Administrative Secretary and copies are distributed to all concerned by the Principal Clerk-Secretary.
7. All reports of studies or surveys conducted by the Senior Administrative Analyst are submitted to the Administrative Secretary for review, after which they are referred to the Director for such action as he might deem advisable.
8. Three separate files are maintained for official correspondence and reports of various character, one in the Office of the Director, one in the Office of the Administrative Secretary and one in the Office of the Head Administrative Clerk. The Head Administrative Clerk maintains the Director's files, the Administrative Secretary maintains his own files and the Principal Clerk-Secretary and Senior Clerk-typist maintain the files located in the Office of the Head Administrative Clerk. (general files)
9. Replies to City Council Orders or inquiries are made in quadruplicate, one copy being retained and three copies forwarded to the Chief Clerk, Mayor's Office.
10. Form letters addressed to the Mayor designating an Acting Director are made in quadruplicate, with all copies being forwarded to the Mayor's Office, which Office makes proper distribution after the Mayor's approval.

As all forms utilized in this division originate in other city and county departments, the greater part of which are in the General Forms category, there is no need of describing such forms here, as this would only be a duplication of effort.

BUDGET DIVISION

This division is responsible for the preparation after consultation with the Director, of the annual and all supplementary budgets as well as all subsequent revisions of the items in any budget. Contacts are maintained through field visits to all departments.

SUPERVISOR OF BUDGETS

1 Principal Budget Analyst
4 Senior Budget Analysts
3 Budget Analysts
1 Accountant
1 Principal Clerk - Stenographer

BUDGET DIVISION

Detailed Functions and Procedures

All items pertaining to the supervision and control of Annual and Supplementary budgets are handled in this division.

The Supervisor of Budgets shall, under the direction of the Mayor and in consultation with the Director of Administrative Services, prepare in segregated form the annual and all supplementary budgets to be submitted by the Mayor to the City Council, and shall report to the Mayor on all subsequent revisions of the items in any budget. The Supervisor of Budgets shall prepare, under the direction of the Mayor and in consultation with the Director of Administrative Services, all transfer orders to be submitted by the Mayor to the City Council under Section 3B of Chapter 486 of the Acts of 1909. The Supervisor of Budgets shall further prepare, under the direction of the Mayor and in consultation with the Director of Administrative Services, the form of estimate sheets to be used by each officer, board and department, and each division of a department, for which the city appropriates money, and the form of monthly report of such officer, board and department, and each division thereof, showing expenditures to date of all appropriations by item. The Supervisor of Budgets shall, in addition, have the powers and perform the duties conferred or imposed on the budget commissioner by any statutes other than Section 56 of Chapter 35 of the General Laws.

The Supervisor of Budgets has supervision over the work to be performed by Budget Analysts and distributes work among the Analysts, the Accountant, and the Principal Clerk-Stenographer.

The Principal Budget Analyst works closely with the Senior Budget Analysts and Budget Analysts in all phases of budget work and during the absence of the Supervisor, takes over supervision of all budget work.

To each Budget Analyst is assigned specific city and county departments for study, review, and preparation of annual and supplementary budgets as well as review and examination of all subsequent revisions of the items in each budget for which he is responsible. Necessary and periodic field visits to departments are made throughout the year for "on the spot" observations of conditions requiring budgetary action. From time to time studies and recommendations are made by the analysts in general areas of municipal administration at the request of the Director or the Supervisor of Budgets. At times, the Supervisor of Personnel makes requests, through the Supervisor of Budgets, to have the analysts study and make recommendations on proposed departmental personnel changes.

All reports and recommendations are submitted to the Principal Budget Analyst for his study and perusal before submission to the Supervisor of Budgets.

BUDGET DIVISION

Detailed Functions and Procedures, cont.

The Accountant in this division is charged with the responsibility of preparing payrolls, keeping account of budgetary expenditures and requisitioning supplies for the Administrative, Budget and Personnel divisions. Typing and regular clerical duties pertaining to budgetary work are assigned to this person in addition to keeping attendance records for the Administrative, Budget and Personnel divisions.

The Principal Clerk-Stenographer is utilized for dictation and general clerical duties, and the typing of reports and budgetary documents in connection with the operations of the division.

REFERRAL

All city and county budgetary matters should be referred to this division.

STANDARD OFFICE PROCEDURE

Each analyst is responsible for the efficient operation, from a budgetary standpoint, of departments assigned to him.

All Transfers of Appropriations, Re-allocations and Budget Amendments are analyzed and processed through this department.

TRANSFERS. After an appropriation of money has been duly made by the City of Boston for any specific purpose, or for the needs and expenditures of any city department or county office, no transfer of any part of the money thus appropriated shall be made except in accordance with and after the written recommendation of the Mayor to the city council, approved by a yea and nay vote of two thirds of all the members of the city council; provided that the City Auditor, with the approval in each instance of the Mayor, may make transfers, other than for personal services, from any item to any other item within the appropriations for a department, division of a department or county office. All transfers must be made on Form No. Gen. 13A, processed through the Budget Division, and recommended for approval by the Supervisor of Budgets. Five copies of this form are distributed one copy each to the Budget Department, the Auditing Department, the office of the Mayor, the City Record, and the last copy to be returned to the department initiating the Transfer.

RE-ALLOCATION. A re-allocation of funds may be made within any budget group from one item to another, by a letter, in triplicate, setting forth the reasons therefor, sent to and approved by the Supervisor of Budgets; copies to be filed by the Budget Department, and the final copy returned to the Department initiating the action.

BUDGET AMENDMENTS. After the Budget has been passed and approved by the City Council, personnel amendments must be made by a letter, in triplicate, approved by the Supervisor of Budgets, and the Supervisor of Personnel; copies to be filed by the Budget Department, Personnel Department, and the department initiating the action.

All work of this division is referred to the Supervisor of Budgets for his perusal and approval.

PERSONNEL DIVISION

This division administers the compensation plans established for City and County employees, maintains complete personnel records, and makes recommendations designed to improve and coordinate the handling of personnel matters.

SUPERVISOR OF PERSONNEL

- 1 Assistant Supervisor of Personnel
- 1 Principal Clerk and Secretary
- 1 Principal Clerk-Stenographer
- 3 Principal Clerk Typists
- 1 Principal Clerk
- 1 Senior Clerk and Typist
- 1 Clerk and Typist

PERSONNEL DIVISION

Detailed Functions and Procedures

This division is in charge of the Supervisor of Personnel, who is also a member of the Administrative Services Board, an appointee of the Mayor.

The establishment and maintenance of personnel records, as complete as practicable, for all persons in the service of the City are the main functions of this division. Continuous studies are made of personnel problems, employment conditions and economic changes affecting the several departments of the City. Recommendations are made from time to time, through the Board, to the Mayor and the several officers appointing subordinates, regarding programs designed to provide opportunities for career service with the City and administrative policies tending to improve and coordinate the handling of personnel matters. All compensation plans established for employees of the City are supervised and administered by this division and recommendations for changes in said plans are made from time to time or whenever changes are deemed necessary or advisable. The Classification and Compensation Plan for the Officers and Employees of Suffolk County is supervised and controlled by this division.

The Supervisor of Personnel shall (a) establish and maintain personnel records, as complete as practicable, for all persons in the service of the city, (b) make a continuing study of personnel problems, employment conditions and economic changes affecting the several departments of the city, (c) recommend, from time to time to the mayor and the several officers appointing subordinates, programs designed to provide opportunities for career service with the city and administrative policies tending to improve and coordinate the handling of personnel matters, (d) supervise the administration of all compensation plans established for employees of the city and recommend such changes in those plans as from time to time shall seem to him necessary or advisable, and (e) have the powers and perform the duties conferred or imposed on the budget commissioner by section 56 of Chapter 35 of the General Laws. The supervisor of personnel shall furnish the director of administrative services such assistance as said director shall require in connection with the performance by said director of his duties under section three of this chapter.

The Assistant Supervisor of Personnel, under general direction, assists the Supervisor of Personnel, in the establishment and maintenance of personnel records for all persons in the service of the City; makes a continuing study of personnel problems, employment conditions, etc.; supervises administration of all compensation plans as from time to time shall be deemed necessary or advisable; serves in the capacity of Supervisor during the absence of Supervisor.

One Principal Clerk and Secretary takes dictation and transcribes notes from the Supervisor of Personnel; acts as his private secretary; has responsibility for the filing of all Supervisor's correspondence; processes personnel forms for Director's action after Supervisor's recommendations.

The other employees in the division act as personnel assistants in the processing and verification of all personnel forms for assigned units, each unit consisting of a group of selected departments; post and maintain all records on personnel cards and file all personnel forms; answer personnel inquiries, both over the 'phone and by personal contact.

REFERRAL

All personnel matters pertaining to City and County employees, excepting Library, Police and School employees, should be referred to this division.

STANDARD OFFICE PROCEDURE

All requests for action concerning personnel matters are initiated by the various City and County departments and forwarded to the Personnel Division for processing. They are first directed to the Assistant Supervisor of Personnel for review and then allocated to five subordinates, each of whom is assigned a specific group of departments for processing. The forms are checked for conformance to rules and regulations governing appointments, promotions, transfers, etc., to fill existing vacancies as provided for in the annual budget. They are checked for applications of Rules for Administering the City Compensation Plan, such as starting salary, step-rate increments, computation of service, adjustments of promotion, etc., and for the application of the Classification Plan.

All departmental Civil Service requests are first submitted to the Personnel Division for checking and for the approval of the Supervisor of Personnel prior to forwarding to the Division of Civil Service.

City personnel forms are distributed by the Personnel Division, after approval of the Supervisor of Personnel and the Director of Administrative Services, as follows:

- Copy No. 1 - Auditor
- Copy No. 2 - Personnel Division
- Copy No. 3 - Mayor
- Copy No. 4 - City Record
- Copy No. 5 - Department concerned

Civil Service forms, after approval by the Supervisor of Personnel, are distributed as follows:

Requisitions:

- Copy No. 1 to Division of Civil Service, State House, Boston
- Copy No. 2 to Personnel Division
- Copy No. 3 to Department concerned

Standard Office Procedure, cont.

Civil Service requests for transfer, promotion, reinstatement emergency employment, etc., are all forwarded to the Division of Civil Service after the approval of the Supervisor of Personnel.

Records of all personnel transactions are posted on employees' individual cards. Employees of the Personnel Division maintain current control of budget quotas, working force, vacancies, etc., of the various departments assigned to them.

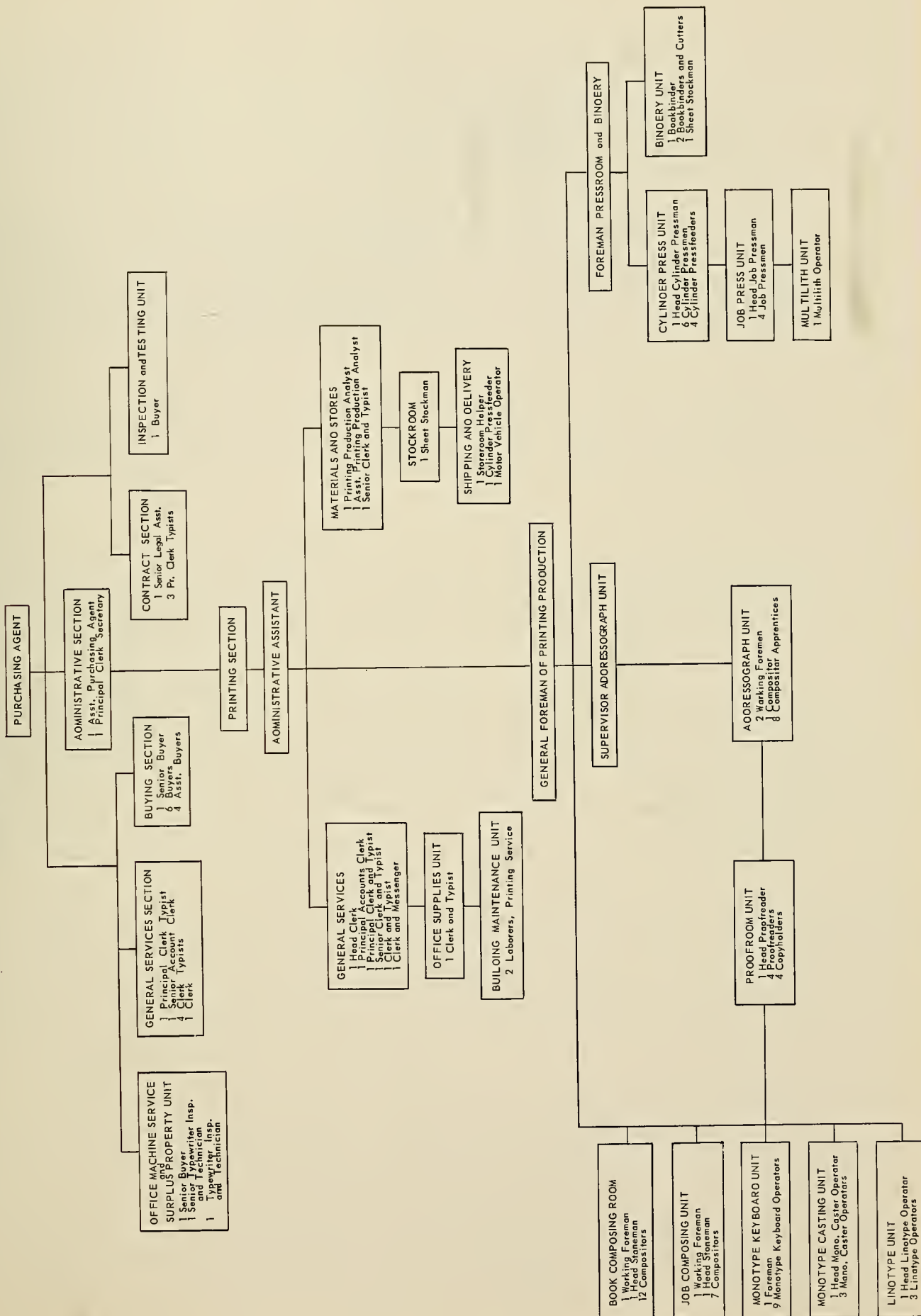
An up-to-date personnel punch card system for city departments is maintained in order to provide important statistical data as required.

With reference to County personnel, new appointments, promotions and transfers shall be submitted in writing to the Supervisor of Personnel who has the authority to approve the same, if conforming to the Classification and Compensation Plan, and who, in turn, will give notice of such approval to the County Auditor. All requisitions recommending step-rate increases shall be approved by the Mayor upon recommendation of the Supervisor of Personnel. The Division shall also maintain an official roster on cards of all County employees.

PURCHASING DIVISION

This division furnishes the materials, supplies and equipment to the various departments of the Government. It is responsible upon receipt of requisitions from departments and it is the responsibility of said division to make certain that the materials, supplies and equipment ordered are promptly and properly received, stored and disposed of surplus city property.

In the operation of the Printing Section, the division also supplies the printing and binding required for the various departments in addition to the printing and binding required for the stocking and distribution of office supplies acquired in bulk quantities.



PURCHASING DIVISION

Detailed Functions and Procedures

This division is in charge of the Purchasing Agent, an appointee of the Mayor, who is also a member of the Board. He has full responsibility for the operations of this Division which includes the Printing Section. The chart on the preceding page indicates the general functions of the division.

An expenditure of some nine million dollars per annum is involved in the procurement of materials, supplies and equipment for the various city and county departments, with expenditures being based upon requisitions received from the using departments. There are approximately twenty thousand requisitions received by this division from the various departments each year. This is exclusive of printing and binding requisitions which approximate five thousand per year.

In view of the fact that one requisition often contains various and varied items, there are approximately thirty thousand purchase orders issued to vendors covering the twenty thousand requisitions mentioned above.

ADMINISTRATIVE SECTION

The Purchasing Agent is responsible for the establishment of major policies, coordinates the activities of the various sections of the division, takes steps and makes plans for improvements in policy and purchasing methods in the interest of economy and efficiency in the operation of the entire division.

The Purchasing Agent shall, when satisfied of the legality of any requisition in writing signed by the officer in charge of a department requiring material or supplies of any kind, at once comply with such requisition and furnish the material or supplies requisitioned, shall require suitable evidence that the material or supplies furnished are accepted by the officer issuing the requisition, and shall keep suitable records of all requisitions received and materials and supplies furnished.

The Purchasing Agent shall have charge of the printing plant, shall, when satisfied of the legality of any requisition in writing signed by any officer to whom the city is required by law to furnish printing or binding, supply the printing or binding requisitioned, and shall, wherever practicable, standardize all such printing and binding. All printed matter done for the city shall, so far as it can legally do so, bear the imprint of the union label of the Allied Printing Trades Council of Boston.

The Purchasing Agent shall number and print as city documents copies of the Mayor's inaugural or annual address, the department reports and such other matter as may be ordered to be printed in the form of a city document by the city council or by the Mayor. The number of copies of each document to be printed shall, unless specified by the city council, be determined by the Mayor; provided, however, that the minimum shall be two hundred, of which number one hundred copies shall be bound in sets of volumes containing all such city documents with an alphabetical index. All city documents and sets of volumes shall be delivered to the city messenger and

Administrative Section, cont.

distributed in such manner as the city council may direct. Special publications shall, from time to time, be printed on order of the city council approved by the mayor, to which the provisions of this section except as to distribution, shall not apply.

If the officer in charge of any department shall at any time have the care, custody and management of any personal property belonging to the city which is not required for the purposes of such department, he shall by a writing executed in triplicate, one copy of which shall be retained by him, one copy filed with the city auditor and one copy delivered to the Purchasing Agent, transfer the care, custody and management of such personal property to the Purchasing Agent, who, if such personal property is required for the purposes of another department, shall by a writing executed in like manner transfer the care, custody and management thereof to the officer in charge of such department and, if such personal property is not so required and he estimates the value thereof not to exceed five hundred dollars, may, with the written approval of the Mayor, lease, sell or otherwise dispose of the same at such time, for such price and in such manner as he shall adjudge most advantageous to the city.

The Assistant Purchasing Agent keeps the Purchasing Agent informed of all activities of the division and, under general direction, assists in putting into effect all major policies and improvements in the methods of purchasing and supervises to a large extent the general operations of the division.

The Principal Clerk-Secretary takes dictation and transcribes notes from the Purchasing Agent and acts as his private secretary - handles telephone calls and makes appointments for Purchasing Agent in addition to general administrative duties, such as payroll compilation, keeping of attendance records, etc.

BUYING SECTION

All requisitions received by the Purchasing Division are routed to the particular buying unit which has the responsibility of buying the commodity requisitioned. The buyer then makes a canvass of bids from various suppliers of the particular material required by:

(a) public advertisement for sealed proposals in the event that the merchandise sought is purchased in sufficient quantities or carries such a high unit price as to be the subject matter of a written contract (over \$2,000.);

(b) mailing a request for informal written quotations to various suppliers of the particular commodity where the commodity is not high enough in unit price and the volume is not sufficient for the commodity to be subject matter for written contract;

(c) by telephone solicitation for prices where the commodity requisitioned is relatively small.

Each buyer is charged with the responsibility for purchasing quality merchandise at the lowest possible prices; keeping himself informed as to current prices and trends of the various commodities

BUYING SECTION, CONT.

which he buys; make suggestions to the Purchasing Agent relative to improvements and changes in the various items which he buys in order that the Purchasing Agent may make any necessary changes in specifications; with the maintaining of commodity and record cards showing, by item, amounts purchased, date of purchase together with the price unit, in order to assist the Purchasing Agent in determining annual quantities purchased for future contract purposes; with maintaining contact with the personnel of the various city departments to be assured that deliveries are being made in a satisfactory manner as to quality and quantity; with making inspections from time to time as set forth in the Inspections and Testing Unit. One buyer handles the purchasing of office supplies in bulk quantities which are later stored in the Printing Plant. One of the senior buyers handles all surplus property turned over to this division by other departments.

The Buying Section is under the direct supervision of the Purchasing Agent.

CONTRACT SECTION

This section is responsible for all public advertisements, all proposals, and all contracts. In each instance where there is a public advertisement, copy of advertisement is mailed by this section to a list of vendors interested in the commodities desired. Approximately five hundred formal written contracts are drawn up each year. As a result of public advertising, various suppliers deposit sealed bids in proposal boxes. Bids are publicly opened and read at 12 noon on the date set for the opening. The section is responsible for the public opening and reading of these proposals and noting any irregularities in the proposals as filed. Subsequent to opening of proposals, bids are tabulated and tabulations then submitted to the Purchasing Agent for evaluating and awarding various items. Tabulation is then returned to this section for the mechanical process of the actual preparation of the contract. It further supervises the obtaining of all necessary signatures on all copies of contracts and is responsible for the distribution of the completed copies to the proper sources.

This section is under the direct supervision of the Legal Assistant who assigns the work load to the other employees of the section.

INSPECTION AND TESTING UNIT

This unit is charged with the responsibility of inspecting various commodities purchased by the division. Inspections are made both before delivery at vendor's place of business and subsequent to delivery on premises of the using department. A second inspection is made to insure that the City receives the same merchandise that was inspected at the vendor's place of business and that no substitutions were made.

INSPECTION AND TESTING UNIT, cont.

The employee of this section is directly responsible to the Purchasing Agent for his reports and findings. The services of the U. S. Department of Agriculture, Inspection Division, are also utilized by the division in the inspection of fresh fruits, vegetables, meats, poultry, and eggs. The division also utilizes independent testing services and laboratories for the inspection and testing of various commodities.

GENERAL SERVICES SECTION

This section is responsible for figuring and extending prices on all requisitions after they have been processed by the Buying Units and for typing all requisitions for informal written quotations, purchase orders, and all cancellations and changes. Outside of the mailing referred to in the Contract Section, this section is responsible for all other mailing of the division and for the maintaining of statistics and the filing and maintaining of requisitions and copies of purchase orders. One employee is assigned to expedite inquiries and changes relative to requisitions and purchase orders.

This section is also under the direct supervision of the Purchasing Agent.

OFFICE MACHINE SERVICE AND SURPLUS PROPERTY UNIT

Detailed Functions and Procedures

The primary purpose of this unit is to service and repair typewriters for all departments within City Hall and the Annex, but, nevertheless, all other types of office machines are serviced and repaired, whenever possible. Regular service inspections of typewriters are made periodically during the year and the employees of this unit are available on call at any time during the regular working day and can be reached through the Annex switchboard. The needs of the following departments at the locations designated are also handled by this unit:

Courthouse Departments, Pemberton Sq.	Printing Dept. North St.
Welfare Department, Hawkins Street	Finance Comm. School St.
Licensing Board, Province Street	Health Dept. Haymarket Sq.
Park Department, Beacon Street	Law Department, Beacon St.

This unit is under the supervision of a senior buyer in the Purchasing Division and the other two employees perform the functions as their ratings signify.

REFERRAL

All requisitions for supplies, materials, equipment or commodities of any nature should be referred to the Purchasing Division.

Surplus property and requests for surplus property should be referred to the Purchasing Division.

Requests for office machine repairs by departments listed in the section describing the Office Machine Repair Unit should also be referred to this division.

PRINTING SECTION

Detailed Functions and Procedures

The Printing Section operates a plant for the production of printing of reports, documents, lists, letterheads, pamphlets, posters, and all other miscellaneous forms used by city and county departments in conducting their activities. It is charged with the responsibility of standardizing and maintaining stores of general office supplies for resale to departments. It provides mimeographing service for selected departments. Its heating plant furnishes heat to the adjacent city-owned Tunnel Administration and Police buildings. Printed materials in large quantities are stored in the plant until needed.

ADMINISTRATIVE and GENERAL SERVICES SECTION

The Administrative Assistant, Printing, under the direction of the Purchasing Agent, is responsible for the over-all operation of the Printing Section, and carries out the instructions and directives issued by the Purchasing Agent from time to time. He consults with department heads and authors of work to be performed, and supervises the operations within the plant. The pricing of all new and extraordinary jobs is also the Administrative Assistant's responsibility.

The Administrative Assistant, Printing, is responsible for determining policies, methods and procedures to be followed in administrative functions.

The General Foreman of Printing Production, under the directions of the Administrative Assistant, Printing, supervises the work of assistants in all production operations within the printing plant, and is responsible for the methods and procedures to be followed in the various phases of printing; determines final price on routine jobs, arranges conferences with authors and department heads; and expedites production work for the maintenance of delivery schedules.

The Head Clerk, under the direction of the Administrative Assistant, Printing, is responsible for preparing the annual budget estimates, and keeping records thereof; reviews and processes to completion all purchasing and service orders; prepares weekly summaries of production for Purchasing Agent and Administrative Assistant, Printing, extends price to be charged on all routine jobs; performs liaison work with the Auditing Department; keeps Purchasing Division advised of office supplies stock and prepares requisitions as required; processes purchasing orders to completion on office supplies stock; maintains continuing records for stock status; performs bookkeeping duties necessary for support of Trial Balance; and performs administrative work in maintaining personnel records for the Printing Section.

ADMINISTRATIVE and GENERAL SERVICES SECTION, cont.

The following employees under the supervision of the Head Clerk, perform the duties as set forth herewith:

The Principal Accounts Clerk keeps time, vacation, and sick-leave records, prepares weekly payroll for the section; posts to job cards the units of time spent on jobs in process as listed on the "Workman's Daily Time Report".

The Principal Clerk and Typist types invoices, sales register and sales analysis sheets, schedules of bills receivable, and other papers in support of Accounts Receivable, purchase requisitions and service orders as required; requisitions for postage; and cuts stencils as needed for mimeographing service.

The Senior Clerk-Typist posts to summary sheets the time units and ems listed on the Foremen's Reports and Worker's Daily reports for statistical evaluation of the rate and cost of production, and efficiency of performance of printing equipment; posts charges for outside services to job cost cards; completes job cost cards by extending units of time to job cost dollars; prepares weekly payroll in the absence of the Principal Accounts Clerk.

Clerk and Typist answers telephone and transfers calls to other sections; enters paper stock costs on job cost cards; maintains records of stock and inventory; and routine typing as required.

Clerk and Messenger performs errands required to deliver copy for printing jobs between the Printing Section, City Hall and other city units; carries administrative papers between Printing Section and City Hall.

Clerk and Typist is responsible for the clean and orderly operation of the Office Supplies Stock Room; fills and prepares for delivery all requisitions for office supplies; operates mimeograph machine as required.

Building Maintenance Unit

The laborers employed here, under the general supervision of the Administrative Assistant, Printing, are responsible for the opening, closing and cleaning of plant in addition to attending the fireroom.

PREPARATION OF TYPE AND PLATES

This section, under the immediate supervision of the Working Foremen, is responsible for book and job make-ups before submission to Pressroom and Bindery Section for finished product.

Book Composing Room

The Working Foreman, under the direction of the General Foreman of Printing Production, marks and distributes copy for reproduction; schedules, coordinates, and instructs on methods and procedures for work in process.

The Head Stonemen, Compositor-Stoneman, Compositors perform such work as their ratings designate.

PREPARATION OF TYPE AND PLATES, cont.

Job Composing Room

The Working Foreman, under the direction of the General Foreman of Printing Production, directs work of other employees in this room in composing, assembling, and locking into chases all job work in process.

Monotype Casting Unit

The Head Monotype Caster Operator, under the direction of the Working Foreman, directs work of other employees in this unit in casting type for the work in process.

Monotype Keyboard Unit

The Foreman, under the direction of the General Foreman of Printing Production, marks and distributes copy and instructs keyboard operators on methods and schedules of the work in progress.

Linotype Unit

The Head Linotype Operator, under the direction of the Working Foreman, distributes copy and instructs linotype operators on methods and schedule of the work in progress.

Proofroom Unit

The Head Proofreader, under the direction of the Working Foreman, directs the work of the other five proofreaders and five copyholders in marking and revising copy, and reading and correcting proofs of all work in progress.

PRODUCTION OF PRINTED MATTER

This section is charged with the responsibility of furnishing the finished product of all Printing Section operations. All units are under the immediate supervision of the Foreman of the Pressroom. The Foreman of the Pressroom, who is responsible to the General Foreman of Printing Production, directs and supervises the work and operations of all individuals in this Room.

Job Pressroom Unit

The Head Job Pressman, under the direction of the Foreman of the Pressroom, operates a Meihle Vertical Press, and supervises the work of the other four Job Pressmen.

Multilith Section

Under the direction of the Foreman of the Pressroom, three Multilith Presses are used in the production of jobs processed from Multilith Masters.

Bindery Section

Under the direction of the Foreman of the Pressroom, employees in this unit perform work required in cutting, binding, padding, collating, punching, boring and round cornering.

REFERRAL

All printing of every character should be referred to this section.

PROCUREMENT OF MATERIALS AND SERVICES

This section, under the supervision of the Printing Production Analyst, who is responsible to the Administrative Assistant, Printing, is charged with the responsibility of keeping records and inventories of all materials, and paper stock for manufacturing.

The Printing Production Analyst, under the direction of the Administrative Assistant, Printing, checks requisitions and samples on printing and binding orders; completes job tickets before they are sent to work rooms and marks all necessary instructions on ticket; determines quality and size of paper to be used on each job, cuts to sheet, color of ink, punching, blicking, binding, etc.; requisition Purchase Division for orders for stock and materials; prepares service orders for outside services as needed; interviews paper salesmen, contacts vendors for prices of paper, inks, and other supplies; follows through and expedites work on orders in plant; answers telephone inquiries regarding progress of jobs and related work to meet production schedules; performs function of improving public relations between governmental units by advising departments of the varying types of printing and binding services available for their use, and improving their understanding of the application of more accurate specifications.

The Assistant Printing Production Analyst, under the direction of the Printing Production Analyst, performs duties in conformity with his classification, and in addition, delivers job tickets to work rooms; drafts sketches of forms for ruling; cuts stencils for ruled forms for mimeographing; checks progress of printing work for information of customers making inquiries; and substitutes in the absence of the Printing Production Analyst.

The Senior Clerk and Typist types job envelopes and cards for all printing jobs as per requisitions. Each job is given a job number which is stamped on ticket, sample and requisition; makes entries in Index Book according to department by number and description; files requisitions in department files, and performs related clerical work.

The Sheet Stockman, under the direction of the Printing Production Analyst, receives all paper stock and other supplies sent to the Printing Section; stores paper stock and envelopes in bins and on skids in stockroom and pressroom; keeps records of all goods received; and shipments made on items stores for various departments.

Counts and delivers to pressroom and cutter all stock used on jobs; checks with Printing Production Analyst on all materials received so as to verify that the proper kind and quantity has been received.

Shipping and Delivery Unit

The Storeroom Helper, under the direction of the Printing Production Analyst, checks, bundles, and makes ready for delivery all completed jobs, following directions on job ticket.

The Motor Vehicle Operator and Cylinder Pressfeeder, both under the supervision of the Printing Production Analyst, operate the delivery truck, picking up and making deliveries to all city and county departments. Records are kept of each delivery and pickup, and are turned over to the Storeroom Helper at the end of each trip.

ADDRESSOGRAPH SECTION

This Section under the direction of the General Foreman of Printing Production, and the immediate supervision of the Supervisor Addressograph Section, maintains library of 500,000 Addressograph plates for residents of Boston over 20 years of age. Operates 15 machines necessary for the production of the Annual List of Residents; the Voting List and the Police List, and the preparation of tax bills and corresponding lists for collections.

Fabricating Unit

Under the immediate supervision of the Supervisor Addressograph Section, Compositors and Compositor Apprentices operate Tape Perforators, Automatic and Manual Graphotypes, Form Feeders and Card Feeders, and Hand Proof Presses as needed in the manufacture of addressograph plates to be used on all lists processed by this method.

Library Unit

Under the immediate supervision of a Working Foreman, and the general direction of the Supervisor of Addressograph Section, Compositors and Compositor Apprentices maintain library of plates to be used on lists.

Service Unit

Under the direction of the Supervisor Addressograph Section, one Working Foreman services all machinery in the unit.

PLANT PROCEDURE

Administrative and General Services Section

This section receives, edits for signature and proper appropriation code, all requests for printing and orders for materials supplies or services to be furnished by the Printing Section. It processes, distributes, and maintains files for all papers pertaining to personnel within the Printing Section, retains employees time records, prepares weekly payrolls for the section, posts from workmen's daily time reports to job cost cards the time charged to jobs,

PLANT PROCEDURE

Administrative and General Services Section, Cont.

completes job cost cards by extending time units to cost dollars, entering costs of paper stock and contractual services required on each job, and maintains all records on production. It attends to all routine correspondence, and handles all functions of an administrative nature.

The forms generally processed in this section are submitted below:

- Printing and Binding Requisitions - received from requisitioning departments.
- Purchase Orders - received from Auditing Department
- Office Supplies Requisitions - received from requisitioning departments.
- Departmental Invoices for Office Supplies Account
- Job tickets, delivery receipts, information memoranda, job cost cards, postage requisitions, accounts receivable and accounts payable vouchers.

Office Supplies Unit

Stationery Stock Room Orders are prepared in quadruplicate from requisition; the first three copies given to the Clerk-Typist of the Unit. The original is retained, duplicate and triplicate accompany order at delivery; duplicate is retained by the requisitioning department, and triplicate returned to this unit as a delivery receipt; quadruplicate is used for posting to stock control cards, and then attached to Departmental Use Invoice for billing purposes.

The quadruplicate and Invoice are placed in folder marked, "Pending Receipt of Delivery Notice". Upon receipt of delivery notice, papers are removed to folder marked, "For Auditing Department". With the exception of the Police Department, bills are submitted semi-annually.

Building and Maintenance Unit

The duties of this unit are explained in the Detailed Functions and Procedure Section.

PREPARATION OF TYPE AND PLATES

All work performed in this section is the result of orders initiating in either the Administrative Section or the Procurement of Materials and Services Section. Work performance is the responsibility of the immediate supervisor of each component activity involved in this program of preparation of type and plates, and proofreading thereof, under the general direction of the General Foreman of Printing Production.

PRODUCTION OF PRINTED MATTER

All work performed in this section is the result of orders initiated in either the Administrative Section or the Procurement of Materials and Services Section, and then delivered here for the finished product. Work performance is the immediate responsibility of the foreman of the Press Room under the overall direction of the General Foreman of Printing Production.

PROCUREMENT OF MATERIALS AND SERVICES

Job tickets are completed here before being routed to work rooms with all necessary instructions contained thereon. The job ticket is routed to each section or unit as job progresses. Delivery receipts are made out and enclosed in the job ticket. Upon delivery of completed job, receipt is signed by the receiver at the Requisitioning Department. When signed receipt comes back to the Printing Section, it is retained in the job ticket for future reference should a question arise regarding delivery; and the job ticket and cost card is sent to the Administrative Section to be charged and billed.

Information memoranda are sent to vendors when inquiries regarding price, qualities of paper, ink, or other information relative to stock, materials or services is required.

This section stores many items such as tabulating cards, specialized forms, envelopes, billing paper rolls, etc., for various city departments on which partial deliveries are made as requests are submitted.

Paper Stockroom Unit

The duties of this unit are explained in the Detailed Functions and Procedures Section.

Shipping and Delivery Unit

Storeroom Helper picks up jobs at presses when press work is completed and checks tickets for additional work necessary to complete job; transfers job to cognizant part of shop for additional work, or counts job for binding or blicking as specified on ticket. When all necessary work at plant is completed he wraps for shipping in boxes or bundles, marks shipping destination on packages, attaches delivery receipt to same and makes entry in shipping record book, listing job number, number of copies, description of job, date of delivery, and address of consignee. When signed delivery receipt is returned by truck driver, he returns it to job ticket, marks ticket as to delivery date, and sends job ticket to the Administrative Section.

The employee classified as a Cylinder Pressfeeder by Civil Service, acts as Motor Vehicle Operator and makes all deliveries on jobs as marked by Storeroom Helper. Truck makes three deliveries daily; morning trips to City Hall and Annex, Fire, Hospital, School Committee, Courthouse, etc. He secures a signed delivery receipt for each delivery and returns same to Storeroom Helper.

ADDRESSOGRAPH SECTION

All work performed in this section is initiated after editing by the proofreading unit of the various lists received from the Listing Board, Election and Assessing Departments; plates are fabricated, corrected and stored, and masters made for reproduction by the Multilith Presses in the Press Room. Work performance is the immediate responsibility of the Supervisor of the Addressograph Section, under the overall direction of the General Foreman of Printing Production.

COMPLAINTS DIVISION

This division investigates and follows up all complaints received from the general public. When action has been taken by the department or agency involved, notice is sent to complainant.

DIRECTOR

1 Supervisor
1 Head Clerk
1 Senior Clerk

COMPLAINTS DIVISION

Detailed Functions and Procedures

This division was established for the primary purpose of centralizing complaints of every character registered by the general public regarding city government operations. Thorough investigations and the following up of each and every complaint received either by 'phone, mail or in person are essential functions of this division.

The operations of this division are under the supervision of a Supervisor who is responsible to the Director for the handling of all complaints received. It is his responsibility to see that each and every complainant is treated courteously and, in each instance, if possible, is given prompt and satisfactory service.

The Head Clerk handles all clerical and typing work of an administrative nature and, in addition, interview complainants in person and by 'phone. The work of handling correspondence between department heads and complainants is divided between the Head Clerk and the Senior Clerk.

The Senior Clerk's duties are similar to those of the Head Clerk except that he is not responsible for administrative duties.

REFERRAL

All complaints from the general public should be referred to this division.

STANDARD OFFICE PROCEDURE

Complaints that cannot be adjudicated by 'phone are directed to the department concerned in quadruplicate, with the office retaining the fourth copy. The department replying to this division retains the third copy and returns the original and second copy to the division with its reply thereon. The original is forwarded to the complainant and the second copy, with the complete story, is retained by the division. Monthly reports of operations are forwarded to the Director.

ART COMMISSION

Detailed Functions and Procedures

This Commission is not a full-time functioning agency as is the Administrative Services Board, and the utilization of one clerk is, naturally, on a part-time basis.

The Commission meets at various times during the year at its offices located in Faneuil Hall where discussions are held on various matters pertaining to art, the results of which are forwarded to His Honor, the Mayor, through this department, for consideration.

The Clerk retains records of these meetings and reports the findings of the Commission when so required.

REFERRAL

All municipal matters pertaining to works of art should be referred to this Commission for consideration.

STANDARD OFFICE PROCEDURE

Copies of all reports and records of meetings are retained at the offices of the Commission. Clerk handles all correspondence.

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The Charts, Procedures and Instructions contained herein are subject to change, when and if conditions warrant.

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ART COMMISSION

This Commission has custody and care of all works of art owned by the City. No work of art can be accepted by the City or erected or placed in any public area without the approval of the Commission. It is also responsible for the upkeep of monuments in public squares and the care of existing paintings owned by the City.

5 Board Members

1 Clerk

